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Defense Innovation Board Public Meeting

WHS Acquisition Directorate

DATE: October 17, 2022

TIME: 4:00 p.m. - 4:35 p.m.

LOCATION: Via Zoom

REPORTED BY: Allison Diercks

JOB NO.: 5490039

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APPEARANCES:

Executive Director and Designated Federal Officer:

Colleen Laughlin

Defense Innovation Board Chair:

Michael Bloomberg

Board Members:

William "Mac" Thornberry

Dr. William Roper, Jr.

Susan Gordon

Adm. Michael Mullen

Ryan Swann

Dr. Gilda Barabino

Reid Hoffman

1 P-R-O-C-E-E-D-I-N-G-S

2 THE REPORTER: This is the Defense
3 Innovation Board meeting on October 17th, 2022
4 at 4:00 Eastern time.

5 EXECUTIVE DIRECTOR LAUGHLIN: Good
6 afternoon, everybody. To our members and to
7 everyone joining virtually, my name is Colleen
8 Laughlin and I am the designated federal
9 officer for the Defense Innovation Board, and
10 we'll now convene the Defense Innovation
11 Board's fall public meeting. The Board is a
12 discretionary independent advisory board
13 operating under the Federal Advisory Committee
14 Act and Government and Sunshine Act. Today's
15 meeting was announced in the Federal Registrar
16 on October 14th, 2022, and is being
17 livestreamed and recorded to allow members of
18 the public to attend virtually. We are really
19 excited to be here today. We have an amazing
20 group gathered who you'll get a chance to meet
21 and hear from momentarily, but first I'd like
22 to take a moment to introduce our DIB chair.

23 He is an individual who epitomizes
24 American values of service and selflessness, an
25 entrepreneur, philanthropist, and public

1 servant who's driving innovation as mayor of
2 the largest U.S. city, fostering New York as a
3 tech hub. He's built a large company of
4 engineers utilizing data in new ways to
5 transform the financial sector, and he's been a
6 philanthropist working issues across global
7 challenges, including public health and
8 climate. We are deeply honored to have you as
9 our chair.

10 So, Mr. Michael Bloomberg, I turn it over
11 to you.

12 DIB CHAIR BLOOMBERG: Well, thank you,
13 Colleen, and hello, everyone. Thanks for
14 joining.

15 Colleen, you were very nice in your
16 introduction and you read it exactly the way I
17 wrote it, so that was perfect.

18 Seriously, I know I speak for all my
19 follow board members when we say -- when I say
20 we're honored TO have been asked to serve at
21 such a critical time. The U.S. Department of
22 Defense has built the greatest military force
23 in the world, and it's always incredibly
24 impressive to hear from Secretary Austin and
25 his senior team, as we've done throughout the

1 day today. There's certainly no shortage of
2 challenges and opportunities facing them right
3 now, and the Department knows that the world
4 seems to be spinning faster and faster,
5 becoming more complex and interconnected every
6 single day. So, adaptivity, adaptability, and
7 innovation have become increasingly critical to
8 the Pentagon and to America's security and
9 leadership around the world.

10 Now, America's private sector leads in
11 global R & D as we know, and the private sector
12 has a vital role to play in expanding our
13 nation's capabilities. That requires not just
14 new ideas, but also new partnerships that can
15 better connect businesses, government and
16 academia, and those kinds of partnerships
17 fueled America's leadership in the past, and we
18 want the Department of Defense to continue
19 embracing the kind of experimentation that can
20 help it keep pace with the speed of the future.

21 Also, we can build enduring technological
22 advantages for our military and those who serve
23 in it if we all work together. Put simply, we
24 are not doing our jobs here if we are not
25 drawing on the strengths of the private sector

1 and helping service members do their jobs
2 across the globe. Having worked in business,
3 and government and philanthropy, I can say that
4 innovation isn't only about science and
5 technology, innovation starts with people, and
6 it requires building an organizational culture
7 that can develop new ideas, take a few big
8 swings, live with the inevitable misses, and
9 then scale up the ideas that show the most
10 promise. Fostering that kind of culture is
11 where we can play a helpful role, and we are
12 building from a very strong foundation.

13 As you know, the DIB was established to
14 help spur innovation across the department and
15 bridge the public and private sectors. Over
16 the years, the board has been successful in
17 bringing new ideas forward, including on talent
18 and culture, digital transformation, software
19 acquisition and artificial intelligence. It's
20 also adopted principles and best practices from
21 business to help the department run more
22 smoothly. But there is much more that we can
23 do, and I'm looking forward to the challenge.

24 And now I'd like to introduce each of the
25 board members to share a little bit about their

1 backgrounds. First, Ryan Swann. You are lucky
2 enough to go first. After you.

3 BOARD MEMBER SWANN: Thank you, Mike.
4 It's an honor to serve. My name is Ryan Swann.
5 I am the chief data and analytics officer at
6 Vanguard, where I focus on data analytics, AI
7 and ML, really across the firm. Prior to that,
8 I spent over 20 years in the data and analytics
9 space, both in the private sector and venture,
10 but as well as executive branch, a civil
11 servant, and I'm as well served in the Marine
12 Corps. So it's a pleasure to bring that
13 experience to the board as we look at this
14 intersection between people, process, and
15 technology, really fueled by data and
16 analytics. So, happy to be here.

17 DIB CHAIR BLOOMBERG: Thank you. You
18 should know that Ryan was the chief data -- or
19 is the chief data Analytics officer at
20 Vanguard. Next, we have an old friend of mine,
21 Admiral Michael Mullen, U.S. Navy retired. He
22 was chairman of the Joint Chiefs of Staff.

23 Mike.

24 BOARD MEMBER MULLEN: Thank you, Mike.
25 Again, it's an honor for me to be here as well.

1 It's the first time I've been back in the
2 building in a serious capacity in almost -- in,
3 actually, in over 11 years so, when I retired.
4 While I might be remembered for the time as
5 chairman during two wars, actually, before that
6 I spent an awful lot of time in the acquisition
7 world, in the budget world and in the
8 programming world, and there's a lot of work
9 from an innovation standpoint that I felt
10 needed to be done then, and clearly just after
11 today's briefings still needs to be done;
12 focusing on speed, agility, flexibility, and as
13 the secretary has said, delivering for the war
14 fighter, which is really key.

15 We live at an incredibly challenging time.
16 I've been in the private sector now for a
17 little over a decade and learned a great deal
18 about how they do things. It isn't always
19 perfect out there as well. It takes a lot of
20 hard work and focus, and, also, just being with
21 my colleagues today listening to them talk
22 about the challenges that are here, I'm
23 actually very optimistic that we can make a big
24 difference in terms of innovating, creating
25 innovative ideas, and disrupting the current

1 processes in a way that delivers this
2 capability and really makes a difference.

3 So it's a great pleasure to be here with
4 you, Mike, and the rest of the team. Thanks.

5 DIB CHAIR BLOOMBERG: Mike, thank you.

6 Next, Gilda Barabino. She is president of
7 Olin College of Engineering. Gilda.

8 BOARD MEMBER BARABINO: Thank you, Mike.

9 As president of Olin College, we were
10 established to transform engineering education
11 through constant innovation and change, and we
12 integrate engineering with liberal arts and
13 entrepreneurship to solve real world problems.
14 I'm a chemical engineer by training and I'm
15 very much looking forward to serving on the
16 DIB, and bringing forth those insights to the
17 DIB. Thank you.

18 DIB CHAIR BLOOMBERG: Thank you.

19 Another friend of mine, Reid Hoffman,
20 co-founder of LinkedIn, and a partner at
21 Greylock Partners.

22 BOARD MEMBER HOFFMAN: Thank you, Mike.
23 This is a pleasure and an honor to serve on the
24 Defense and Innovation Board again. You know,
25 the previous experience we've had a lot of

1 different threads of very engaged conversation
2 across the services, you know, figuring out, as
3 Mike mentioned earlier, software, AI, talent,
4 recruiting and deployment. And, obviously, you
5 know, one of our parts of our charter is to
6 look at what entrepreneurship innovation in the
7 commercial sector and other things can -- that
8 are deployed, you know, beyond the scope of the
9 services that can help in the services
10 missions.

11 So it's a delight and an honor to serve
12 again.

13 DIB CHAIR BLOOMBERG: Thank you.

14 Sue Gordon, former principal at Deputy
15 Director of National Intelligence.

16 BOARD MEMBER GORDON: Thanks, Mike. I too
17 am delighted to be here. You know, intelligence
18 and military operations go together like peas
19 and carrots. So it's a great chance to take my
20 lessons and to bring them here. Over the
21 course of my career, I did everything from
22 analysis, to building systems, to cyber
23 operations, to support operations. And so I
24 understand that you need innovation across the
25 entire ecosystem in order to achieve different

1 outcome.

2 What a great moment where things are both
3 different and familiar when we have to act with
4 urgency, and that the moment requires us to be
5 fast, be partnered, and be innovative. And
6 I'm, with you, confident we can do it.

7 DIB CHAIR BLOOMBERG: Well said. Thank
8 you. I'm sure you're right.

9 Will Roper, former assistant secretary of
10 the Air Force for Acquisitions, Technology, and
11 Logistics.

12 BOARD MEMBER ROPER: Thanks, Mike. I
13 guess I, seven, find it a pleasure to be back
14 in the building. I love innovation in the
15 national security space. I've had the
16 privilege of doing it for a few years as the
17 Air Force and Space Force Acquisition exec and
18 director of the Strategic Capabilities Office
19 and have since enjoyed learning about
20 innovation in the private sector working with
21 consultancies, and investment firms, and
22 startups. So it's a privilege to be back,
23 hopefully, to try to bring both of those worlds
24 together on the Defense Innovation Board, and I
25 certainly know how challenging innovation is

1 inside of the Pentagon and the services. So I
2 plan to treat every recommendation as if I had
3 to implement it myself. And, hopefully, we'll
4 be able to help move the ball forward for those
5 who are serving right now in government.

6 DIB CHAIR BLOOMBERG: And last, but
7 certainly not least, William "Mac" Thornberry.
8 He comes from the Panhandle in Texas, formerly
9 Texas Congressman, and former Chairman of the
10 House Armed Services Committee. So he can add
11 a lot here.

12 Mac.

13 BOARD MEMBER THORNBERRY: Thank you, Mike.
14 I was able to spend 26 years in the Congress,
15 all of that time on the House Armed Services
16 Committee and privilege to become its chairman.
17 As chairman, my primary initiative was
18 acquisition reform; how we can get the best
19 that our country can produce into the hands of
20 the war fighters faster, and on the hill we had
21 some success. It was a totally bipartisan
22 effort, and I look forward to continuing some
23 of that work on a nonpartisan -- in a
24 nonpartisan way as a member of this board.

25 DIB CHAIR BLOOMBERG: Thank you, Colleen.

1 It's been a very productive day and we have our
2 marching orders, so to speak. Let me just say
3 on behalf of the board, we look forward to
4 fulfilling our mission and we welcome continued
5 feedback from the public as well.

6 And a thank you to Secretary Austin for
7 the opportunity to serve and for spending time
8 with the Defense Innovation Board today.

9 So thank you, everyone, and we'll see you
10 at our winter board meeting next year, and all
11 the best. Over to you.

12 EXECUTIVE DIRECTOR LAUGHLIN: Mike, thank
13 you so much. I thought I might, I'm going to
14 do a little audible here and switch it up, but
15 maybe just take a moment to discuss some of the
16 themes and issues I think that everyone heard
17 today, and sort of let some of the board
18 members kind of share their perspectives on
19 what some of these topics are. We, of course,
20 had the secretary offer two issues that he
21 asked the Defense Innovation Board to look at.

22 One was around investment capital and the
23 Department of Defense relationship with that.
24 So, you know, I thought that was an interesting
25 one and would welcome some of the board members

1 just initial thinking on that.

2 And then the second one we had was asking
3 for the boards' inputs and thinking as the
4 department moves out developing its national
5 defense science and technology strategy.

6 So, many of you have seen us build
7 strategies in the department, driven strategies
8 outside the department, and so I just maybe
9 take a moment to offer those two up to see what
10 some of the feedback and thinking was.

11 BOARD MEMBER HOFFMAN: Well, I guess I'll
12 kick it off given that the first thing is
13 technology investing. One of the things that
14 was already useful in the various discussions
15 that we had with several of the senior leaders
16 was an understanding that in order to get
17 private capital deployed to help, part of these
18 you need clarity and some understanding about
19 what the DOD will look like as a customer,
20 needs to operate within timeframe that allows
21 the smaller and innovative businesses to engage
22 with it, and that is kind of having,
23 potentially, the services and other folks as
24 anchor customers can actually, in fact, give a
25 channel to this kind of classic, you know, kind

1 of American, you know, kind of free market and
2 investment to possibly get private capital and
3 private innovation deployed to help with the
4 services and the dot mission. And while we
5 will help and talk about that and go in more
6 serious depth, I'd say one of the things that
7 was good about the conversation today already
8 was that, you know, these concepts were brought
9 up by them. And, so, you know, we will be
10 adding to that, obviously, to the best of our
11 abilities.

12 BOARD MEMBER ROPER: Yeah, I was delighted
13 that trying to think through how the department
14 interfaces with the world of private
15 investments. In the top of the secretary's
16 mind it's been a top item I think now for
17 several secretaries, which says this is not a,
18 you know, spark in the night that's going to
19 flare out. All right, this is a trend that
20 this building has to get its head around. It's
21 as simple as saying once incentives are aligned
22 that we'll work together between the.mil and
23 the .com parts of the market, but aligning
24 those incentives is challenging, especially
25 getting companies to return revenue, because

1 that gets into how this building does business,
2 including how it budgets for things, how it
3 contracts for things.

4 So, it's a very insightful question
5 because it's going to go very deep, but I'm an
6 optimist in this respect. I see huge potential
7 for innovation in the private sector. It's a
8 way that we can help counterbalance the
9 consolidation that we've had in the defense
10 industrial base. Not the fault of those
11 companies, it's the way we've done business has
12 forced that consolidation. And allowing
13 companies that are a little bit of .com and a
14 little bit of .gov be able to work successfully
15 in national security on their path towards, you
16 know, commercial success, global success can be
17 a winning formula for the U.S. and one that
18 really unlocks the potential of our market
19 economy. So, it's a great first area for us to
20 look at, especially given the members of the
21 board, given Mike's background as a successful
22 entrepreneur. So I think we'll take a swing at
23 it.

24 BOARD MEMBER THORNBERRY: I would just
25 add; and it needs to be kind of a broad look,

1 cause some of these may be dual use
2 technologies that can be commercial, as you
3 were saying, as well as a military application.
4 Some of them may be strictly commercial
5 products that have military applications so
6 that the government funds or government
7 products can be used for other things. So,
8 looking at it kind of from a broader ecosystem,
9 I think, and then the investment to follow
10 that. Will be one of our tasks.

11 BOARD MEMBER MULLEN: Just having spent so
12 much time on the inside with programs and
13 money, I've been struck being on the outside
14 now for a decade how for a small company, a new
15 company, a startup, how impenetrable the
16 building is. It's just been stunning to me,
17 and I think we need to figure out a way to just
18 make it easier. The other thing is the
19 building doesn't have a very good sense for a
20 business cycle or business decisions, and
21 somehow synchronizing that better is really
22 important in order for a small business to
23 actually survive from one year to another with
24 a great capability. But if I don't have any
25 revenues, if I can't hire people, I'm not going

1 to be around very long. So that's a really
2 significant issue I didn't understand until I
3 got in the private sector.

4 BOARD MEMBER GORDON: To pick up on Will's
5 hopefulness, I think one of the things that I
6 think right now we have a much clearer picture
7 that there is a shared value proposition
8 between the Department and the private sector.
9 We don't totally know how to prosecute it yet,
10 but I don't think it's ever been clearer that
11 the fates are tied together; that the private
12 sector and national security decision makers,
13 the department depends on the energy in that
14 sector. So I think that applying the shared
15 value is, I think, something that we ought to
16 explore.

17 DIB CHAIR BLOOMBERG: Gilda, anything you
18 want to add?

19 BOARD MEMBER BARABINO: It stands out to
20 me that as we are sharing, there's quite an
21 explosion of data, and information and
22 technology. And between the sectors, if we
23 could learn how to both protect and share the
24 data and information, it will help drive the
25 innovation.

1 DIB CHAIR BLOOMBERG: Let me just add one
2 thing. I think we mentioned it in the meeting
3 with the secretary of defense, but the
4 Ukrainian success at standing off the Russians
5 is built on American technology and the
6 capabilities of weapons that were built
7 probably from requests in this building and
8 designs that they helped to further has just
9 shown to be so much superior to anything the
10 Russians had. It should give us all great
11 comfort to know that we can always do better,
12 but we get -- and we spend a lot of money, but
13 that money has produced something that really
14 defends this country and is defending the
15 people of the Ukraine who are mercilessly being
16 slaughtered.

17 So, all is not bad. It's that can we make
18 it better and more efficient. And that's what
19 we have a commitment to do. And we will. And
20 we always need the public's health. So if you
21 have any suggestions, send them along. Thank
22 you.

23 EXECUTIVE DIRECTOR LAUGHLIN: Absolutely.

24 Members, any other comments or thoughts on
25 some of the themes and topics today?

1 BOARD MEMBER ROPER: The S&T topic from
2 Secretary Austin dovetails with what Mike just
3 mentioned. I mean, it is the foresight of
4 those in the past about how today's wars
5 would've happened. You know, the first network
6 enabled warfare that we're watching in the
7 Ukraine, we're seeing a huge contribution from
8 commercial capabilities that are providing
9 agility and redundancy that would not be
10 possible if they were government only
11 solutions. This has been -- it's been thought
12 about, it's been talked about, it's been
13 invested in, and now it's happening.

14 And looking at the S&T strategy for the
15 Department is simply bringing that same vision
16 to what is tomorrow's war going to look like.
17 What do we need to anticipate now? And back to
18 the first topic, not everything needs to be a
19 huge priority because the private sector's
20 going to move a lot of technology along, and
21 shame on this building if it doesn't leverage
22 it. But it's not going to move everything
23 along at the pace that the war fighters will
24 need. So, I think it'll be different today
25 than it would've been, say, 15 years ago doing

1 this. It's that they'll have to be a proper
2 dissection of what technology will be moved
3 because of private investment for commercial
4 means that can be leveraged, and this building
5 needs to be a fast adopter of it. And then
6 what technologies will not be, and this
7 building needs to be the investor and the
8 accelerator itself. And if it gets that right,
9 it gets the best of both worlds.

10 BOARD MEMBER SWANN: Yeah, building on
11 that, I think one of the things that the
12 secretary asked us to look at was how do we --
13 how do we signal to the market that these are
14 the things that we believe that we're going to
15 need. This is what we see as a capability so
16 that when those technologies are built, we're
17 able to do the part on the inside to actually
18 get them to scale. Right? That scale piece is
19 also important.

20 And then unlike the talent side, when we
21 think about workforce, we think about preparing
22 a war fighter for the future, whether it's
23 cyber security workforce or advanced analytics
24 workforce, how do those things apply to the war
25 fighter or the -- to a war fighter of the

1 future so that we can build a more resilient,
2 more capable force is something that we'll have
3 to definitely look at.

4 BOARD MEMBER HOFFMAN: And one of the
5 things on the science and technology side is
6 while it's obviously critical for the war
7 fighter, critical for the defense mission, it's
8 also useful to the entire country. I mean, the
9 internet, where I've built my own personal
10 career started as DARPANET. Right? And this
11 looking forward about what are the science and
12 technology of the future is something that
13 matters to all of us. So, it's a -- I think
14 it's a great thing that that continues to be a
15 forward looking mission.

16 BOARD MEMBER THORNBERRY: And as we think
17 about science and technologies we tend -- when
18 it comes to defense, we tend to think of tanks,
19 and planes and ships, but if you look at what's
20 happening in the world today, there are a
21 number of other technologies that get involved;
22 cyber misinformation, biological research, some
23 of which is pretty scary. And so, that S&T
24 plan of today, back to Will's point, is going
25 to have to be a lot broader than it would've

1 been 15 years ago, just because of what we are
2 seeing happen in Ukraine, what we are seeing
3 happen elsewhere in the world.

4 DIB CHAIR BLOOMBERG: Mac, I was thinking
5 while you were talking, we started out fighting
6 each other with spears face to face, and then
7 we went to guns so we could be a little bit
8 further apart, and then we went to horseback so
9 we could be mobile, and then we automated the
10 horse in what was called a tank, and that
11 continued and even still face to face in
12 Vietnam. And now we've turned to missile
13 technology where people can -- soldiers can be
14 40 miles away and hit each other with
15 phenomenal reliability, accuracy, and so
16 warfare keeps changing.

17 And the other things that you've
18 mentioned, biological and economic sanctions,
19 clearly that's a big thing I would argue in the
20 world today. Some countries might be really
21 reticent to take on America because they see
22 the damage or the force of economic sanctions
23 working on Russia.

24 BOARD MEMBER THORNBERRY: And at the same
25 time we had a ransomware attack that shut down

1 fuel to the East Coast.

2 DIB CHAIR BLOOMBERG: Absolutely.

3 BOARD MEMBER THORNBERRY: So, not all of
4 these problems are the responsibility of the
5 Department of Defense to solve, but we have to
6 understand them. And when we're looking at
7 technologies that are going to be important for
8 our future, they need to be taken into account.

9 BOARD MEMBER GORDON: Well, because you're
10 right, it's the department, it's commerce, it's
11 transportation, it's critical infrastructure.
12 So you're right, the ecosystem gets big and the
13 S&T focus allows us to think a bit about that
14 in terms of ...

15 DIB CHAIR BLOOMBERG: Okay.

16 BOARD MEMBER GORDON: I get it.

17 DIB CHAIR BLOOMBERG: And we're benefited
18 because people like Admiral Mullen goes from
19 the public sector to the private sector,
20 bringing his skills with him and taking some of
21 them back. And if you think about all the
22 technology that Reid Hoffman has developed over
23 the years, that is really what's driving
24 everything. It drives your automobile, drives
25 your toaster these days, and it certainly

1 drives weapons and deployment of logistics in
2 the military.

3 BOARD MEMBER MULLEN: The other thing I
4 would say, when the pressure's been on the
5 budget, S&T is one of the first ones to go.

6 DIB CHAIR BLOOMBERG: Yeah, it's sad.

7 BOARD MEMBER MULLEN: To our demise,
8 actually. You know, a leader really has to
9 hold the S&T budget in when the pressure's on
10 for other things, because we can really be
11 gapped in a certain area or slowed dramatically
12 in a certain area. So, understanding where we
13 are on that, and then what the future
14 capabilities need to be and what these
15 technologies are, and understanding, again,
16 what we really need to do here versus what's
17 happening in the private sectors.

18 DIB CHAIR BLOOMBERG: Michael, I think you
19 really hit it right on the nail on the head.
20 Successful companies would not cut back their
21 S&T in tough times. They would expand it
22 because that's the ways out of it.

23 BOARD MEMBER MULLEN: Yeah. Yeah.

24 DIB CHAIR BLOOMBERG: And yet politics or
25 tradition, whatever, in governments, and it's

1 certainly not our government, our government's
2 a lot better than most around the world. I
3 don't always agree with them, but they
4 certainly carried us through today, and we've
5 just got to make sure the public understands
6 the ways out of it is to progress and develop
7 new things and try new things, not to hunker
8 back and cave in on yourself. That's a sure
9 prescription in business and in the military
10 for failure. And none of us want either of
11 those things.

12 Colleen?

13 EXECUTIVE DIRECTOR LAUGHLIN: Well,
14 Members, Mr. Chair, we are deeply honored that
15 you have decided to work with us on the Defense
16 Innovation Board here. I think the
17 conversations we heard today, there is
18 certainly no shortage of demands for the
19 incredible insights and perspectives that
20 you're going to bring to the department. And
21 it sounds like we're going to have a bit of a
22 busy winter here, kind of tackling these first
23 two topics and seeing what else is coming down
24 the -- coming down the pike.

25 So, thank you all so very much. We thank

1 our public members for joining us, and we will,
2 as our chair stated, we'll see you in the
3 winter. Thank you.

4 DIB CHAIR BLOOMBERG: Good.

5

6 (Meeting concluded at 4:35 p.m. Eastern.)

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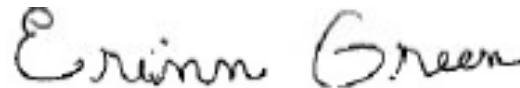
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1 CERTIFICATE

2
3 I, ERINN GREEN, Professional Court
4 Reporter/Transcriptionist, do hereby certify that I
5 was authorized to transcribe the foregoing recorded
6 proceeding, and that the transcript is a true and
7 accurate transcription of my shorthand notes, to the
8 best of my ability, taken while listening to the
9 provided recording.

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11 I further certify that I am not of counsel or
12 attorney for any of the parties to said proceedings,
13 nor in any way interested in the events of this
14 cause, and that I am not related to any of the
15 parties thereto.

16
17 Dated this 7th day of November, 2021.

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21 ERINN L. GREEN, Court Reporter

22 Notary Public in and for the State of Florida

23 Expires: January 23, 2024
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&	accurate 28:7	analysis 10:22	background
& 5:11	achieve 10:25	analytics 7:5,6,8	16:21
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